



First Practice Management

working together with

Latymer Road Surgery

Enfield, London, N9 9PU

<https://www.latymerroadsurgery.nhs.uk>

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Overview

This post provides an opportunity for a suitably qualified practice manager with the relevant skills to undertake a central role in this long established and respected medical practice.

If after reading this you have any questions that may influence your decision to apply, then do please contact First Practice Management.

Please complete the application form electronically and email it to mail@firstpracticemanagement.co.uk

Please note CVs can be included too, but a completed application form **must** be included.

It is important that you provide a covering letter supporting your application and email this, together with the application form. This letter should be a Word document of ideally no more than two pages of A4.

To be shortlisted, you must provide details of your experience, knowledge, and skills in the following areas:

- Finance management including planning and budgets
- Business planning and strategy
- Change Management and Quality Improvement
- Leadership, HR, training and wellbeing
- Application of IT systems and governance
- Patient/customer service and compliance
- Health & Safety and risk assessments
- Management experience in primary care¹
- Any other experience relevant to this post

Please note that previous GP practice management experience is essential for this post.

Your application for this post must arrive by

Midnight on the 8th January 2025

Interview Details and Selection Process

First interviews will take place remotely via the Zoom platform.

Those selected for second interview will be invited for a face-to-face meeting at the practice in the following days.

You will be informed by email whether you have been short-listed to attend for interview. First Practice Management is assisting with the recruitment process and is not involved in the final decision-making process in terms of interview selection or appointment, this is the responsibility of the recruiting practice.

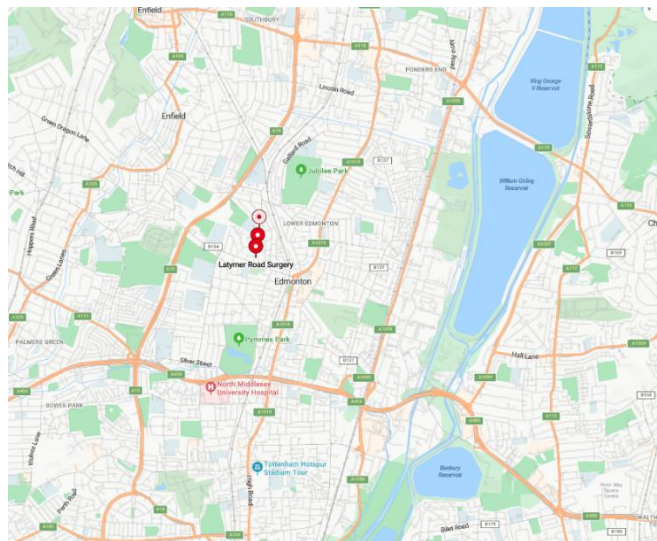
Unfortunately, we are not able to provide feedback for applicants who have not been short-listed for interview.

An Outline Profile of the Practice

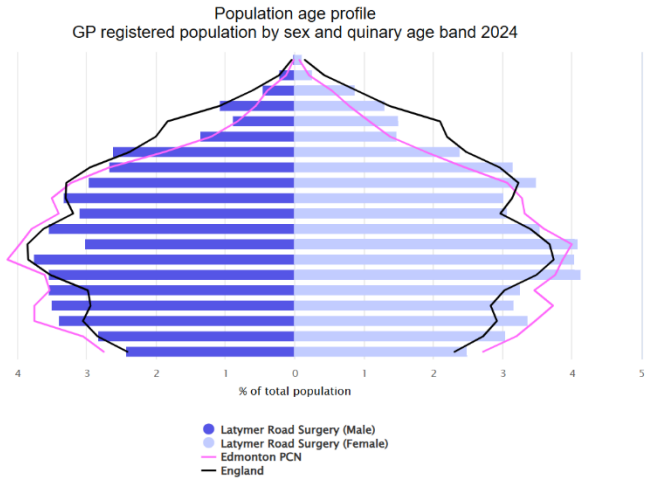
Location

Latymer Road Surgery is a very long-established and respected GP practice, offering patient services from its location at 2A Latymer Road, Edmonton, London, N9 9PU since 1940.

The practice premises which are owned by the GP Partner, are located in the heart of this multicultural and vibrant part of London.



The practice patient boundary is Edmonton and the surrounding area, and the population demographics and age profile of the 4600 registered patients (with a small transient population of an additional 300 patients) is detailed on the dash board information below which shows a population across all age groups, with many being full families registered at this patient centric practice.



Registered Persons

Latymer Road Surgery	4,600
Edmonton PCN	6,767 (average)
ENGLAND	10,107 (average)

F85663 - Latymer Road Surgery

QOF achievement	574.9 (out of 635)
Life expectancy (Male)	80.3 years
Life expectancy (Female)	83.3 years
% having a positive experience of their practice	58.1%

Deprivation

Third more deprived decile

More deprived Less deprived

Ethnicity Estimate

5.2% mixed, 12.8% asian, 26.5% black, 13.9% other non-white ethnic groups

CQC Rating

Overall: Good

Inadequate Outstanding

Edmonton is a town in North London, situated within the London Borough of Enfield which borders with Chingford to the east, Tottenham to the south, Palmers Green and Winchmore Hill to the west.

The premises have easy availability for public transport, and are also very close to the A10 and A1010 road network, which gives ease of access to all areas of North London, leading to the north circular A406 and the M25; and the wider Area of London City itself; including the abundance of history and culture within the surrounding areas.

There is an excellent range of housing, schools/education, shops, sporting/leisure facilities and other public amenities in the local area.

Latymer Road Surgery – philosophy

This is a highly respected GMS (General Medical Services) patient centric GP surgery which has a history dating back beyond the start of the NHS in the 1940s, with several generations of families registered over the years at the practice. Patient services are provided to a relatively stable list of c.4600 patients with an additional c.300 transient patient. Patient views are important to the partners and are very much respected and there is a strong desire to significantly increase the patient list size once the building has been extended to accommodate the increased demand.

Falling within the boundary of the North Central London Integrated Care Board (ICB), the practice works actively and collaboratively with 4 other GP practices which forms the Edmonton Primary Care Network (PCN), providing patient services to a combined list of c. 33,850 patients.

The practice is also a member of the Enfield Healthcare Co-operative Limited (EHCL) which is the GP Federation within the locality, with 41 registered GP practices. The EHCL aims to support the delivery of high-quality primary and community care that is equitably and consistently accessible to all of the growing list of c. 360,000 registered patients.

Inspected by the CQC in June 2022, the Practice was rated 'Good' for all Key Lines of Enquiry (KLOEs) in the report issued in August 2022.

Committed to high quality care, the practice endeavours to achieve a high Quality and Outcomes Framework (QOF) achievement; continues to aspire to meet the challenges and targets of the NHS and National Standards requirements.

The population socioeconomic demography is predominantly young people and families and the practice has a clear vision to deliver high quality care, with core values which were developed by the whole health care team, each doctor being responsible for all aspects of general practice, ensuring good communication, compassion and continuity of care. The practice has a very good reputation for patient care and accessibility and whilst forward in its thinking, is very mindful of its traditional and cultural values.

Whilst being clinically driven, the practice also performs well financially and presents as a strongly democratic, happy and balanced team, with good communication between the doctors/partners and team members.

There is a good team ethos within the practice described as supportive, caring and friendly, with a community feel within the team. The Partners are mindful of equality and kindness and proud of their team members, many of which have been with the practice for several years. It is very important to the partners that this is maintained and developed.

The practice is a very comfortable place to work, with a good team of friendly staff, making the surgery, its location and the environment a very pleasant and desirable place of work.

There is now a need for a Practice Manager, with a hands-on approach, to work with the GP Partner and Doctors and take overall operational management to lead the practice forward.

This is an equal opportunities employer.

The successful candidate will take up post on a date to be agreed

The Doctors

There is 1 GP Partner and 3 GPs

GP Partner

Dr Mohammad Choudhry: MBBS (University Hull and York -2009)

Dr Choudhry joined the practice in 2018. He is the lead GP for all aspects within the practice.

GPs

Dr Sumathi Luxman: MBBS

Dr Luxman has special interests in Women's Health and Diabetes and Endocrinology. She is the practice lead for Safeguarding

Dr Deepa Patel: MB ChB

Dr Patel joined the practice in 2019 and has special interests in Women's Health.

Dr Agnes Bienkowska: MB BS

Dr Bienkowska joined the practice in 2019 and has special interests in Mental Health.

Services provided

The practice offers the following services in addition to surgeries and home visits: -

- Adult and Child Immunisations
- Diabetic Checks
- Dressings
- Smear Tests
- Smoking Cessation
- Contraceptive Injections

- Child and Adult Vaccinations
- Asthma checks
- COPD reviews
- NHS Health Checks
- Flu injections
- Children's Health Checks
- **Non-NHS Services**

Staff

The practice has a small team of 9 health care professionals and administration support who are all practice employed.

Clinical staff

3 GPs

1 HCA (Healthcare Assistant)

1 Practice Nurse

Practice staff

1 Practice Manager (Vacancy)

6 Administrative and reception team members

Attached Services/Staff

Community Health Visitor

Community Midwife

Community nurses

Premises

The practice premises provide patient and administration services over 2 floors and includes 5 consulting/treatment rooms, practice manager office, admin office, reception area, waiting room and staff facilities. There is also off-road parking for the practice manager.

The extended building will add a further 4 clinical rooms to the practice.

Computing and Information Technology

The Practice has a drive to embrace digital transformation and adopt the new ways of digital working to support the GP Contractual change of The Model of the Modern General Practice.

EMIS Web is the utilised clinical software, supported by AccuRx and eConsult.

The financial software is Xero and payroll is currently outsourced to the accountants, however there is a desire to bring the payroll service in-house.

Outline profile of the post

The Practice Manager is a key member of the team and expected to demonstrate senior management and leadership qualities. The successful candidate will also have the ability to identify and implement the practice's objectives using a combination of personal involvement, motivation of other staff and delegation when appropriate.

The post is tasked with assessing organisational performance, developing achievable goals and implementing processes that improve organisational effectiveness and efficiency, ensuring statutory and other legal requirements are met.

Medical practice management has grown in importance and complexity over the last few years. The need to ensure that the practice is financially efficient, has well-trained, well-motivated staff, and complies with an increasing range of health and safety, employment law, CQC and other legislation, is as important as ensuring the continuing provision of good patient care.

Candidates are expected to bring strong interpersonal skills and be experienced and confident in the areas of people management, financial control, strategic management and information technology.

The Partners require the successful candidate to be proactive and plan for the future, maximising the practice's potential in relation to business, finance, premises, HR and collaborative relationships, whilst maintaining patient care and ensuring a high level of operational efficiency. The successful candidate will need to ensure the Partners are kept fully informed of local and national proposals and initiatives, presented clearly and concisely to enable them to make informed decisions.

The strategic part of this role will need to look beyond today's challenges and assimilate the forthcoming changes in the NHS and any possible impact these may have on the practice and its operation.

The successful candidate must be able to help initiate, develop and articulate the visions of the Partners and then ensure that they are brought to fruition. Strong communication, negotiating skills and flexibility to meet emerging needs of patient care will be paramount.

The successful candidate should be able to identify with the values and philosophy of the practice and the role as outlined in this document.

The opportunity for further personal development will be given in order to develop skills in line with practices needs.

References will be requested along with an enhanced DBS check.

The successful candidate will take up the post on a date to be agreed.

Key requirements for the role are:

- Commitment to supporting the delivery of excellent patient care with vision, willingness and drive
- Demonstrate excellent organisational and effective communication skills
- Ability to manage change through motivation and leadership
- Robust finance and business skills to maintain and improve the profitability of the business
- Strategic thinker and planner
- Good networking skills and the ability to work collaboratively
- Ability to deliver against key targets
- Knowledge and skills of HR/Employment Law and the ability to act sensitively and effectively
- Ensure compliance with CQC requirements and assessments
- Lead and chair practice meetings as appropriate
- Develop and co-ordinate systems to improve the efficiency and effectiveness of the practice
- Capable of handling and diffusing complaints
- Ability to self-motivate, prioritise organise and/or delegate workload
- Good IT knowledge and experience
- Ensure practice policy and standards compliance
- Ability to present the practice to external groups
- Ability to identify, develop and deliver initiatives
- The ability to enjoy diversity and sometimes – the unexpected

Key responsibilities

Finance

Working with Dr Choudhry to be responsible for the finances of the practice.

- Ensure the organisational requirements of the practice contracts with NHSE are fully met and complied with
- Support the Partners to develop and implement processes to achieve clinical targets of QOF and enhanced services
- Directly contribute to profit improvement by exploring areas for increasing income and reducing costs.
- Analyse data relating to clinical commissioning as appropriate and contributing to planning and organisation
- Develop and control budgets and financial systems
- Prepare financial budgets and cash-flow forecasts
- Liaise with the accountant, bank and business insurance companies as appropriate or as directed by the Partners
- Oversee the administration of the NHS Pension and Stakeholder Pension Schemes
- Liaise with the ICB and payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
- Manage the Partners drawings in consultation with the accountant

Strategic Planning

Working with the staff to;

- Keep abreast of current affairs and identify potential opportunities and threats
- Assess and evaluate accommodation requirements and manage the development and its opportunities
- Implement and update the Practice Development Plan, overseeing the implementation of the aims and objectives
- Assist the practice in the wider community and with forging links with other local practices, education bodies, the LMC, EHCL Federation and relevant agencies and in particular working collaboratively within the PCN
- Formulate objectives and research and develop ideas for future practice development
- To represent the practice at PCN, Federation, locality and ICB meetings
- To make recommendations to the Partners for practice development with regard to enhancing patient services and potential sources of income

Human Resources

Overall responsibility for all aspects of HR

- Recruitment and selection of staff working, including contracts of employment and job descriptions
- Employment Law compliance
- Awareness of current employment legislation
- Development and maintenance of good employee/employer relationships
- Ensuring that members of the existing staff team are aware of any changes that occur in the practice
- To maintain good communication at all times with the practice team
- To oversee rotas which allow good staff cover at all times as well as giving the flexibility required at short notice to cover for illness, staff wellbeing, etc.
- To implement pay rises/scales and increments at the appropriate time
- Responsibility for appropriate paperwork for doctors/staff DBS (Disclosure and Barring Service) checks
- To meet with PCN and attached staff as and when necessary and arrange/attend regular meetings with partners to discuss all issues around patient care
- To ensure that suitable facilities are available to enable all staff to work within the practice
- Be responsible for the health and safety policy and its implementation
- Facilitate the development of a multi-disciplinary effective primary health care team

Information Technology

- Ensure the update of appropriate information governance systems

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- Ensure all Practice IT and telephone systems are functioning effectively
- Ensure the IG and DSP toolkit requirements are met
- Keep abreast of new technology and ensure existing IT is used to its full potential

Risk Management

- As SIRO (Senior Information Risk Officer), overall responsibility for all aspects of Information Risk for the practice

Patient Services

- Ensure that the Practice complies with NHS contractual obligations in relation to patient care
- Maintain registration policies and monitor patient turnover and capitation
- Oversee and manage effective appointment systems
- Routinely monitor and assess practice performance against patient access and demand targets
- Maintain the Patient Participation Group

CQC

- Oversee and maintain compliance with CQC regulations and ensure that the practice meets the essential standards and is inspection ready

Premises and Equipment

- Manage all aspects of practice premises and their development
- Represent the practice to negotiate leasing contracts and their renewals
- Liaise with NHSE in notional rent review
- Ensure property owned by the partners is safe, effective and fit for purpose

Communication

- Ensure compliance with the latest NHS recommendations and GDPR
- Understand the practice communication systems
- Build/maintain good working relationships with the NHSE, ICB, GP Federation, hospitals, community agencies, other GP practices, PCN, pharmacists, voluntary and private organisations
- Represent the practice at meetings and seminars
- Assist and support the Partners corporately and at individual level to fulfil the requirements of revalidation
- Present a professional image and always promote the practice
- Share skills and expertise with others

Other

- This is not an exhaustive list and may be changed in light of ever-changing service need and national and local policy. Therefore, the job description will encompass any other duties deemed appropriate for the post holder within the scope of the post as determined by the partners.
- Any changes would be discussed fully with the post-holder

Practice Manager - Person Specification		
	Necessary	Desirable
Academic/ Vocational Quali- fications	<ul style="list-style-type: none"> • Evidence of a sound education to A level standard or equivalent • Evidence of a commitment to continuing professional develop-ment 	<ul style="list-style-type: none"> • Degree level certification • Relevant management, HR/CIPD or fi-nance qualification
Experience	<ul style="list-style-type: none"> • 5 years' experience and success of communicating with and man-aging people • Management experience in general practice • Experience of working in teams; able to promote teamwork and employee satisfaction • Working in a computer environment • Financial management experience including understanding of spread sheets and financial software • Experience as a business manager, with knowledge of employ-ment law and small business accounts 	<ul style="list-style-type: none"> • Experience of strategic business plan-ning • Experience of working with regulatory bodies and preparing for inspections
Skills	<ul style="list-style-type: none"> • A "solutions focused" approach to problem solving • Intelligent with a fast-learning ability • Effective communication (oral and written) and excellent inter-personal skills • Approachable with the ability to listen and empathise • Delegation and empowerment of staff • Appropriate IT skills • Leadership skills, including excellent people management skills • Good time management • Excellent networking skills • Customer service and complaints resolution • Negotiating and managing conflict • Able to manage change and cope with pressure • Networking and facilitation • Motivational 	<ul style="list-style-type: none"> • Project management • Change management
Qualities	<ul style="list-style-type: none"> • Personable and approachable • Self-motivated and confident – able to work with minimal direc-tion • Adaptable and innovative • Enthusiasm, with energy and drive • Gains respect by example, fairness. Integrity & leadership • Trustworthy, honest, reliable, caring and sympathetic • Proactive strategic thinking with a clear vision • Confidential and conscientious • Hard working, reliable and resourceful • Willing to work flexible hours as necessary • Considered, steady approach • Ability to manage conflict • Diplomacy in general 	<ul style="list-style-type: none"> • Good sense of humour
Other	<ul style="list-style-type: none"> • Non-smoking environment 	<ul style="list-style-type: none"> • The ability & willingness to travel to meetings & courses

The Principal Contract Terms

- An annual salary of £35,000- £45,000 depending upon experience.
- Based on full time working hours of 37.5 per week
- There is a generous annual leave entitlement which includes all statutory bank holidays
- Access to the NHS Pension Scheme.
- There will be a mutual assessment period of six months with quarterly reviews. During this probationary period notice will be two weeks.
- Period of notice will be twelve weeks upon successful completion of the assessment period.
- Start date to be agreed.